



Washington Group International

Integrated Engineering, Construction, and Management Solutions

INTEGRATED SAFETY MANAGEMENT **A Historical Perspective and Current Challenges**

Frank McCoy

Washington Safety Management Solutions, LLC

OUTCOME OF THE INITIAL ISM ROLLOUT

.....*What was our initial success from 1996 - 1999?*

- ◆ **A standards based infrastructure was established through ISM**
application was documented by each major contractor through approved ISM system descriptions
- ◆ **Implementation of the ISM system began across the Complex**
with some early demonstrated pockets of success
- ◆ **Substantial acceptance of the system was achieved**
and with that, endurance of the system as a valid framework with valid substance for performing work safely

CRITICAL SUCCESS FACTORS FOR INITIAL ISM ROLLOUT

.....How did we achieve success?

1. VISION
2. FOCUS
3. DEDICATED TEAM
4. EXECUTIVE SPONSORSHIP AND ENGAGEMENT
5. COMMUNICATION
6. COLLABORATION
7. RECOGNITION OF NEED FOR A JOURNEY

1. Variable familiarity with some aspects of ISM implementation

- Implementation of the Guiding Principles
- Inter-relationship of institutional, facility, and activity level ISM application

2. Variable effectiveness of ISM implementation

- Preparing workers to fully understand or recognize hazards that can affect their safety
- Reinforcing expectations for workers to respond appropriately when changed work scope conditions or changed hazards are encountered during work performance

3. Variable effectiveness of feedback and improvement

- Analysis of data and information
- Willingness to make change
- Addressing the Department's role